2018 Annual Report

LEARNING • CARING • SHARING • GROWING

A Year in Review: *Message from the Board Chair & Executive Director*

As we reflect on 2018, we want to first thank the educators and staff who work each day with the children. We have an amazing team of caring, passionate and dedicated individuals – each who contributes to your child's growth and development.

The past year, 2018, saw much progress on our strategic plan initiatives. We continued our advocacy in support of a national universal child care program that is affordable and includes professional pay and decent work for educators. In the lead up to the provincial election in June 2018, we met with MPP candidates, co-hosted an All Candidates Debate and informed families and the community of pertinent party platforms to support informed voting.

By strengthening our brand, we build credibility – with potential families, with the community and with government. In late 2018, working with a brand strategist, we conducted an evaluation of Owl's brand – focusing on not just the logo and colours but on how others perceive Owl through online focus groups involving over 120 educators, parents and those not associated with Owl. This information is being used in 2019 to develop a new brand strategy that will better support our overall goals and vision.

Our newest location, Owl – St. Brigid, opened in Ayr in January 2018. Thanks to funding from the Ontario government, Owl's newest location provides spaces for 88 children from infant to preschool – our largest centre, and boasts an inviting, education-rich, natural playground. To support achieving our potential we focused on pedagogical leadership including nature play training for educators, implementation of a natural playground design at Owl-John Sweeney and the development of nature-based playground designs for the remaining six centres. Later in the year, Owl was successful in securing over $1.2 million in grants to focus on affordability, access and innovation. Thanks to an innovation grant from the Region of Waterloo, we were able to pilot a 4-month contract for a FT pedagogical leader. This provided dedicated time and educator support for observation, evaluation and reflective practice.

Overall, 2018 was a year of capacity building with focus on educator support, brand revitalization and advocating for children and families to ensure that each child is valued and supported to reach their full potential.

Advocate for Children	Strengthen our Brand	Achieve our Potential
In 2018 we... • Community information campaign re Provincial election • Co-hosted All Candidates Debate in Waterloo riding • Met with visiting international researchers from Germany regarding quality child care programs. • Developed measurement framework for government relations activities. • Provided leadership on OCBCC's Provincial Council, the AECEO's decent work campaign through the Early Years Coalition Waterloo Region, on the College of ECEs Council and the local Child Care Network.	**In 2018 we...** • Conducted a brand evaluation including competitor analysis, focus groups and literature review. • Created seven 30-second videos to promote Owl's programs. • Informed community-based initiatives through Children & Youth Planning Table and Smart Waterloo Region. • Launched new online summer camp registration system, CampBrain • Continued to build credibility of Owl with focus on governance training and leadership within a national association.	**In 2018 we...** • Opened 1 new child care centre (88 spaces) + before/after school program. • Approved to operate Youth Development Programs (before/after school for Grades 3-6) within WRDSB. • 4-month FT contract for OneList coordination • 4-month FT contract for Pedagogical Leader • Hired 4 full-time RECEs in float positions to enhance quality. • Feasibility assessment conducted re: increasing educator planning time. • Successful implementation of Fee Reduction Pilot.

Jennifer Banfield, MBA, CFP
Chair, Board of Directors

Lori Prospero, CAE
Executive Director

Treasurer's Report

Owl Child Care Services of Ontario enjoyed a great year in 2018. It began with the opening of Owl's 8th centre at St. Brigid Catholic Elementary School in Ayr. Our projections were conservative – experience tells us that it takes time to build enrolment at a new centre, and as such we had budgeted a significant deficit ($193,000) for 2018. However, very early in 2018 Owl-St. Brigid exceeded expectations with strong and growing enrolment. By summertime we had to open a second preschool room, several months ahead of schedule. We are thrilled that the new child care centre did so well in 2018, contributing greatly to the overall success of Owl. We are thankful it was embraced by the community and able to meet their needs. The year progressed well across many of our centres. We saw expansion in some of our school-age programs, contributing to positive financial results as well.

As May rolled around, the Province came through with a significant funding announcement. Our Region was provided $9 million in new funding to help towards making child care more affordable and more accessible to all families. Owl applied for some of this funding, and, in July, was awarded a truly staggering amount: $1.12 million. This amount was earmarked for a variety of causes, from a direct reduction to our family fees, playground naturalization and capacity building at our centres, for new toys and supplies and to offset operating expenses – all with the intent to off-set the need for a 2019 fee increase. Before the end of the year, this amount climbed by another $340,000 for new classroom technology, further fee reductions, and an additional wage grant for educators.

With this high level of funding, 2018 delivered a year where many classrooms benefited from new toys, equipment, and furniture; families benefited directly from fee reductions in the second half of the year; those with a variable schedule – such as shift workers – benefited from the new Flex Care Spaces program. Together, cost savings due to the grants received and strong enrolment at our centres resulted in a very notable surplus of $339,000.

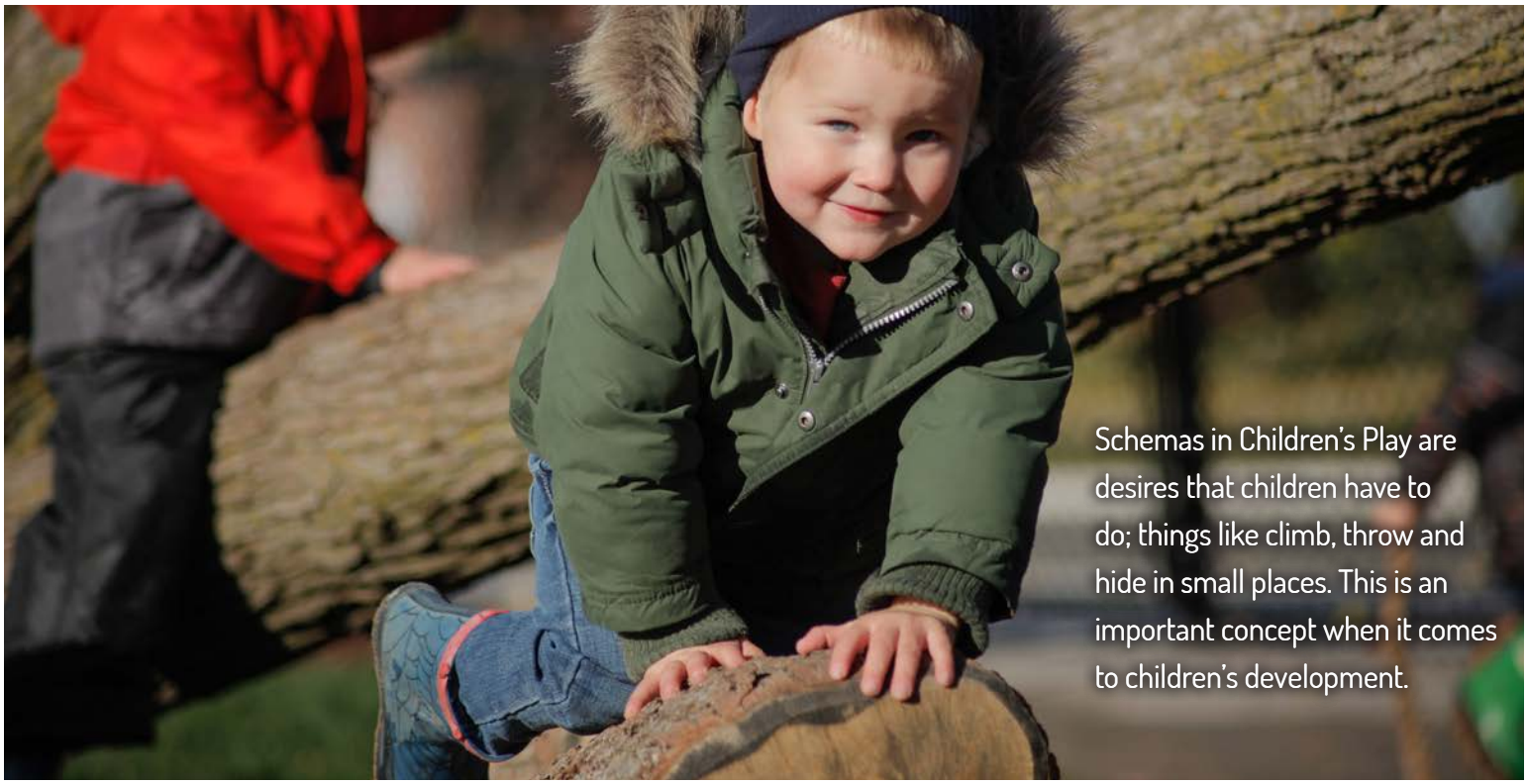
The Board of Directors has reviewed its long-term financial strategy in light of this surplus. As such, based on a deferred fee revenue approach, the planned fee increase for January 1, 2019 was not needed. In addition, a new Flex Care Spaces Fund has been created to continue to support families with a variable schedule. The Playground Improvement Fund that supports the naturalization of playgrounds across the organization, and the Capital/Renovation Fund have both been increased.

Overall, I am happy to report, on behalf of my fellow Finance & Audit committee members - Tierna Fisher, Thomas Hemming, Julia Klann, Karen McIlroy, Lori Prospero and Sarah Willey-Thomas - that 2018 was an eventful and successful year for Owl. A big thank you to all the members of the Finance & Audit committee for their efforts and guidance, and to all the members of the Owl accounting team for their dedication and expertise.

Fiscal Year	Total Revenue	Total Expense	Surplus/Deficit	Notes
2017 Actual	$6,952,382	$6,729,541	$222,841	Includes $36K of classroom reinvestment & $48K of renovations
2018 Actual	$8,893,126	$8,553,938	$339,188	Includes Owl's 8th centre at St. Brigid; Affordability funding of $1.12 million received
2019 Budget	$8,614,027	$8,604,151	$9,876	Conversion to daily rates in January; no budgeted fee increase in 2019

Doug Laginkskie, CFP

Schemas in Children's Play



Schemas in Children's Play are desires that children have to do; things like climb, throw and hide in small places. This is an important concept when it comes to children's development.

Schemas in Children's Play at Owl

Mother Nature and other elements provide an environment that becomes the teacher. Think of learning through the lens of schemas.

A child digs a hole in the snow and sits in it; this is *enclosing*

A group mixes vinegar and baking soda to make an eruption; this is *transformation*

A child makes a transient art masterpiece; this is *positioning*

Children build a structure with Lego®; this is *connection*

Children hang upside down at a playground; this is *orientation*

A child jumps from a log; this is *trajectory*

2018 Staff (as of December 31, 2018)

Administration
Brenda Kennedy
Carmen Rusu
Kristine Parsons, RECE
Lisa Cook
Lori Prospero, CAE
Michele Little, CHRP
Thomas Hemming, CPA

Owl-John Sweeney
Alanna Henderson, RECE
Alyssa Williams, RECE
Deb Binkle
Debbie McNanney, RECE
Emily Burns, RECE
Emma Catney, RECE
Gary Rice, RECE
Holly Brenton-Battiste, RECE
Hope Kim, RECE
Janeth Rodriguez, RECE
Jennifer Schiedel, RECE
Jenny Gutierrez, RECE
Joanne Neeb, RECE
Kelley Oliver, RECE
Kimberly Collins, RECE
Michelle Hiebert, RECE
Shamini Jude, RECE
Shannon Dobson, RECE
Simone Haughton, RECE
Vanessa Meal, RECE
Wendy Hu, RECE

Owl-Lincoln Road
Adeena Cibian, RECE
Chenoa Pattison, RECE
Courtney Parker, RECE
Crystal Singh
Dave Eales
Deb Wintrip, RECE
Denise Sharpe, RECE
Elaine Goldberg, RECE
Kate Delemere, RECE
Lisa Brown, RECE
Mary Klug, RECE
Melissa Miller, RECE
Melody Brubacher, RECE
Nancy Lazo, RECE
Nidya Gamboa, RECE
Rachel Duimering, RECE
Sarah Simpson, RECE
Shae Costa, RECE
Shannon Swanson, RECE

Owl-Our Lady Fatima
Angela Farid, RECE
Corine Losier, RECE
Ivy Wang, RECE
Janice Chubbs
Laura Noonan, RECE
Lisa Rintoul, RECE
Melissa Marshall, RECE
Samantha Azpiri, RECE
Sara Fischer, RECE
Tracey Ruppenthal, RECE
Vanessa Wilson, RECE

Owl-Saint John Paul II
Alicia Chandler, RECE
Amanda Sagastume, RECE
Amy Smith, RECE
Ann Fetter, RECE
April Weatherbee, RECE
Ashley Portt, RECE
Connie Cunningham, RECE
Cori Yule
Cristina Faria, RECE
Elsie Wychnenka*
Jacquie Babineau, RECE
Jen Silva, RECE
Judy Hackbart, RECE
Kara Moshier, RECE
Kathleen Verbeke, RECE
Keiko Watanabe, RECE
Lisa Erb, RECE
Samantha O'Hearn, RECE
Shannon Bell, RECE
Sheri Holland, RECE
Tami Sutton, RECE
YouJeong Oh, RECE

Owl-St. Brigid
Alisha Williams, RECE
Aly Smith, RECE
Ashley Dekker, RECE
Becky Myung, RECE
Brittany Hill, RECE
Candice Reiner, RECE
Denise Acton, RECE
Emily Haack, RECE
Hope Kim, RECE
Isabella Chavez, RECE
Jennifer Krauskopf
Kari-Lynn Behm, RECE
Keri Neeb, RECE
Kiva Peletier, RECE
Lindsey Rice, RECE
Lisa Fines, RECE
Melody Kneisel, RECE
Michelle Crane, RECE
Sara Byrne, RECE
Stephanie Fryers, RECE
Stephanie Simpson, RECE
Velvet Bernard, RECE

Owl-St. Luke
Amy Winter, RECE
Barbara Florencki, RECE
Catherine Millar, RECE
Christine Wagg, RECE
Gabriela Costisor, RECE
Kathleen Henderson, RECE
Kathy Dunk, RECE
Maggie Bae, RECE
Marianne McKinnon, RECE
Mary Pearson, RECE
Nancy Costa Abreu, RECE
Sarah Beluzic, RECE
Sarah Brown, RECE
Victoria Roussy, RECE

Owl-St. Matthew
Adriana Ortolan, RECE
Betty Gliedt, RECE
Brittany Huffman, RECE
Courtney Taylor, RECE
Heather Bonnett-Culberson, RECE
Joanne Thorpe, RECE
Josephine Allishaw, RECE
Kim Hilton
Marianne Butler, RECE
Melissa Reid, RECE
Nadine Duimering, RECE
Patti Gear, RECE
Rukmanie Abdulla, RECE

Owl-St. Nicholas
Ashley Vandermey, RECE
Celine Burley, RECE
Felisha Deane, RECE
Gerri MacMillan, RECE
Grazyna Sarna, RECE
Judy Sgarbossa, RECE
Kelsey Woodstock, RECE
Lisa Preiss, RECE
Lynette Wagner-Mills
Mia Kim, RECE
Samantha Hatzinger, RECE
Susan Eggleston, RECE
Sweety Rani, RECE

Casual Employees
(working >100 hours in 2017)
Amanda Green
Anika Grahavac
Ann Gao
Ann Oja, RECE
Anna Dobrucki, RECE
Bonnie Miller
Helina Dost*
Jess Leis
Jill Wilson, RECE
Joanna Turski, RECE
Kaitlin Annu, RECE
Kelsey Engel
Lina Vasquez
Maggie Fried
Margaret Rovers, RECE
Mavis Zhang, RECE
Megan Van Massenhoven
Pratima Repalli, RECE
Ruchi Patil
Salma Bibi, RECE
Sandy Nauman
Sarah Gillespie, RECE
Shannon Crawford, RECE

Board of Directors

On behalf of the management, staff and families, we'd like to thank our 2018 board of directors.

Directors provided leadership, expertise and insight to help Owl achieve its Mission, and monitored progress on our strategic plan, adjusting strategy along the way. Through their guidance and dedication, we continue to provide an essential service for families.

Thank You!

Jennifer Banfield, MBA, CFP
Chair
Government Relations

Kathryn Kosakowski
Vice Chair
Governance, co-chair

Doug Laginskie, CFP
Treasurer
Finance & Audit, Chair

Sarah Willey-Thomas,
Secretary
Governance, Finance & Audit

Wayne Steffler
Past-Chair
Nominating

Jennah Dagg

Dorothy Fallowfield
Governance

Teresa Godglick
Nominating

Jeremy Green
Nominating, co-chair

José Imbert
Governance

Karen McIlroy
Finance & Audit

Selina Miah
Nominating, co-chair

Amanda Stevens
Nominating

Thanks also to our committee members for their service

Finance & Audit:
Tierna Fisher
Julia Klann

Governance:
Roop Peterson
Julie Wilson, co-chair

Government Relations Comittee:
Winslow Douglas, Rob Leone, Zana Talijan

Our Locations

Owl - John Sweeney
185 Activa Avenue
Kitchener, Ontario N2E 4A1
519-742-6291 johnsweeney@owlchildcare.org

Owl - Lincoln Road
145 Lincoln Road
Waterloo, Ontario N2J 2N8
519-746-1124 lincoln@owlchildcare.org

Owl - Our Lady of Fatima
55 Hammet Street
Cambridge, Ontario N3C 2H5
519-220-1148 olf@owlchildcare.org

Owl - St. Brigid
50 Broom Street
Ayr, Ontario N0B 1E0
519-394-2273 stbrigid@owlchildcare.org

Owl - Saint John Paul II
75 Pebblecreek Drive
Kitchener, Ontario N2A 0E3
519-894-0563 sjp@owlchildcare.org

Owl - St. Luke
550 Chesapeake Drive
Waterloo, Ontario N2K 4G5
519-747-0054 stluke@owlchildcare.org

Owl - St. Matthew
405 Pastern Trail
Waterloo, Ontario N2K 3V6
519-885-0512 stmatthew@owlchildcare.org

Owl - St. Nicholas
525 Laurelwood Drive
Waterloo, Ontario N2V 2N1
519-883-1998 stnicholas@owlchildcare.org

Administration Office
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OwlChildCare.org